

Cornmarket Review – Recommendation 1	There should be an urgent review of the overall feasibility and affordability of the Public Realm Strategy (PRS) in the light of the Cornmarket scheme, before any further proposals for schemes are brought forward. This review should be undertaken jointly by the City and County, and should draw on appropriate professional advice.
Objective	To ensure a practical framework for designing feasible public realm projects that will enhance the historic environment and respect the unique heritage of the City Centre both with regard to initial construction and to future maintenance.
Measure of Success	Both authorities adopt reviewed PRS. PRS driven projects produce wider benefits for the city, have a cost acceptable to the promoter(s) and a high probability of being built without significant variation from that cost. The quality of the project is appreciated by the public.

Measures in place	Comment on measure in place
The City resolved to distribute PRS to their members before review. Collaborative working amongst officers led to successes in maintenance schemes of footway repaving and rekerbing carried out after publication of PRS (e.g. George Street, and Folly Bridge). These schemes follow the principles of the PRS and their success is provides evidence for the review.	A more organized structure for consultation and points of contact within both Councils may assist project delivery, although the George Street and Folly Bridge schemes delivered without strengthening these arrangements. PRS also covers issues such as street furniture, signage etc which need to be balanced with the highway construction projects. Full collaboration of both Councils on Bonn Square and Broad Street at all stages have greatly assisted project planning.

Further Action	Lead Officer (and authority)	Target Date
Distribute PRS to relevant people	Sharon Cosgrove (City)	May 2005
Agree membership of Working Group and timetable meetings	Sharon Cosgrove (City)	July 2005

Establish scope of review bearing in mind future projects such as Broad Street and Bonn Square.	Sharon Cosgrove (City)	Oct 2005
Consult on findings of Working Group	Sharon Cosgrove /Richard Dix (Joint)	March 2006
Joint presentation and training on review outcomes to Councillors, City and County officers and policies agreed	Sharon Cosgrove /Richard Dix (Joint)	April 2006

Risks	Clash between affordability, functionality and quality of Public Realm.
Resource implications	Staff time additional to priorities of delivery of capital programme and completion of LTP2. Possible costs for external specialist advice if appropriate.

Cornmarket Review – Recommendation 2	A single officer, with adequate time to undertake the role, should be given responsibility and accountability for capital projects (especially partnership projects of this kind), and the objectives and structure of the reporting process need to be established at the start of the contract, so as to avoid confusion arising from the appearance of a ‘multi-headed client’.
Objective	Provide a single point for co-ordination of decision making.
Measure of Success	Clarity of control and reporting mechanism for all participants.

Measures in place	Comment on measure in place
Each Council has recognized project management methodologies which it follows, which change according to the nature, scale and complexity of each project, All these methodologies require a single project manager to be responsible for the project, a Project Plan naming the Project Manager, the Project Team, and the promoter/sponsor of the project.	<p>Transport - The planned recruitment of specialist project managers post-Cornmarket start has strengthened project management skills. There is some variability in the application of the Transport Schemes manual in the County Council which is being addressed as part of a Business Process Review currently in progress. As evidence that this recommendation has been implemented, the refurbishment of Bonn Square has been led by a single project officer and the Governance arrangements for the West End project have been reviewed and it has been agreed between the City and County Councils to identify lead officers for all projects reporting to the West End Steering Group and appoint a single project coordinator to oversee integration of these projects.</p> <p>Property – Since the re-organisation of the Corporate Property Group, a single officer is nominated for all capital projects and identified on the Capital Projects Initiation Form.</p>

Further Action	Lead Officer (and authority)	Target Date
Simplify and reinforce the Project Management processes as an outcome of the Business Process Review of Transport Capital Programme delivery	Peter Brown (County – Transport)	Sept 2005
Reinforce project management processes of Capital Programme in City Council	Mark Luntley (City)	Sept 2005
Monitor effectiveness of CPG protocols	Nigel Cunning (County – CPG)	Ongoing

Risks	Transport – Low, process timetabled and driven by external consultant.
Resource implications	None additional to those already identified.

Cornmarket Review – Recommendation 3	The County Council should ensure that it has protocols for capital projects that amongst other things give guidance on the criteria for establishing that sufficient time is allocated to project initiation and specification. These protocols should create project milestones at which further development cannot continue until the current status of the project has been subjected to internal checks.
Objective	To ensure that project objectives, options and risks are adequately reviewed by officers and Councillors as appropriate
Measure of Success	Best Value and risk avoidance achieved. Projects do not proceed prematurely, or continue, without proper consideration.

Measures in place	Comment on measure in place
<p>Transport - Gateway reviews are already in place and operated as part of Transport Scheme Project Procedures. Five gateways are specified but not all may be necessary depending on the size of the project. Most schemes go through four gateways from preliminary design to final approval of the built scheme.</p>	<p>This procedure has resulted in schemes being stopped or modified.</p>
<p>Property - Protocol in place and issued to consultant through process mapping including gateways at commissioning as well as project initiation to ensure CPG and the professional consultants assess that adequate time is available within the devised programme.</p>	<p>This procedure was finalised and integrated into an IT based project management practice as a consequence of the change of consultants. The IT based protocol is in its initiation stages.</p>

Further Action	Lead Officer (and authority)	Target Date
Monitor effectiveness by comparison of outturn costs and time against estimates. Key Performance Indicators are in place for this	Peter Brown (County – Transport)	Ongoing
Monitor and review the set up of the protocol.	Nigel Cuning (County – CPG)	June 2005
Monitor and review the operation of the protocol.	Nigel Cuning (County – CPG)	Ongoing

Risks	None identified.
Resource implications	None – part of current procedures.

Cornmarket Review – Recommendation 4	The County Council should review its approach to risk assessment and risk management strategies for capital projects in order to ensure more robust levels of contingency are used.
Objective	To match projected costs with actual costs.
Measure of Success	Schemes constructed within budget.

Measures in place	Comment on measure in place
Transport - Structured risk assessments have recently been carried out on the largest schemes in the Transport Capital Programme. The Transport Scheme Project Manual sets out a descending scale of contingency allowance dependent on the stage the project is at recognising that full scale risk assessment is not appropriate for what are mostly small schemes.	Structured risk assessments are a recent development and are based on DfT requirements for major schemes (>£5M). The degree of variation in actual costs from scheme estimates for smaller schemes points to a need for improving both estimating and risk assessment. The contingency allowance may be seen as a substitute for better consideration of estimating costs.
Property - A review of appropriate protocols for risk assessment is underway as a consequence of the reorganisation of CPG. A review of appropriate levels of contingency (and budget allowance) is underway as a consequence of a review of the performance of historic projects. Risk assessments are carried out for major projects. Contingencies are currently included based upon advice from the Council's professional consultants.	Risk assessment procedures have always been in place but probably have relied upon informal action except for major projects when formal workshops are held. Contingencies are always included but are often proven to be inadequate.

Further Action	Lead Officer (and authority)	Target Date
Discussion with term consultants and contractors to establish consistent rules for risk assessments and contingency allowances.	Peter Brown (County – Transport)	Oct 2005

Documented procedures to be an outcome of the Transport Capital Business Process Review currently in progress.	Peter Brown (County – Transport)	Oct 2005
Complete review of risk assessment protocol.	Ray Sturgeon (County – CPG)	June 2005
Complete review of appropriate level of contingencies	Howard Hughes (County – CPG)	June 2005

Risks	<i>Transport</i> - Capacity to find time for this within a period of considerable change – timescale at risk, not outcome.
Resource implications	<i>Transport</i> - Staff time to pursue outcomes of Business Process Review.

Cornmarket Review – Recommendation 5	Both Councils should select the most appropriate form of contract for capital projects based on risk management principles, so that a greater degree of early contractor involvement and risk sharing between client and contractor occurs when risk is highest.
Objective	To assist identification and reduction of risk, to place that risk with the party best placed to manage the risk and reduce the risk falling on the council.
Measure of Success	Scheme constructed within budget.

Measures in place	Comment on measure in place
Transport - For smaller transport schemes, the employment of the term contractor enables early contractor involvement as a matter of course. For larger transport schemes a selection from the family of New Engineering Contracts is now standard.	These measures are an outcome of the Best Value Review of Construction procurement undertaken in 2002. Further integration of client, consultant and contractor is being pursued through the creation of Oxfordshire Highways. Knowledge of and confidence in using these forms of contract needs to be more widespread in the client staff.
City - For larger capital schemes, the City Council are pursuing a partnering approach and two stage tender process, where appropriate, to share risk with the contractor.	A two stage tender process which was put in place well over a year ago worked well for the refurbishment of Ferry Pool project and a similar contract process has been used for the construction of Barton Pool. The appointment of specialist project advisors greatly assisted in embedding partnering approach.

<p>Property - Strategic partnering agreement in place, further agreement with three local contractors about to be placed. All enable contractor involvement from briefing. Risk sharing to be developed as agreements become established.</p> <p>Consideration also being given to design and construction possibilities on projects where appropriate.</p>	<p>The strategic partnering agreement has been in place for two years. The three framework contracts were tendered one year ago.</p> <p>The consideration of risk sharing has always been the intention.</p>
<p>Both Councils use a Procurement Strategy to match tender process and contract type appropriate to size and nature of capital projects.</p>	<p>Need acceptance that transference of risk either raises contract price or requires more time to negotiate contract.</p> <p>A two stage tender process worked well for the refurbishment of Ferry Pool project with negotiated contract allowing the transference of risk to the contractor.</p> <p>The appointment of specialist project managers for Ferry Pool greatly assisted project delivery and embedding partnering approach.</p>

Further Action	Lead Officer (and authority)	Target Date
Develop Framework contracts for larger Transport schemes	Peter Brown (County – Transport)	June 2006
Improve knowledge of this contract type for larger Transport schemes through training	Dariusz Seroczynski (County – Transport)	March 2006
Investigate the use of new forms of “partnership” contracts for large capital projects	Mark Luntley (City)	Ongoing
Complete framework agreements with three local contractors	Roger Dyson (County – CPG)	June 2005

Consider risk sharing options in these framework agreements	Roger Dyson (County – CPG)	Oct 2005
Review lessons of partnering approach adopted for Ferry Pool refurbishment	Hagan Lewisman (City)	July 2006
Share experiences with other members of English Historic Towns Forum at annual conference in Oxford.	Nick Worlledge (City)	October 2005

Risks	Low as regards above measures. Medium as regards contractual attitudes once work is in progress.
Resource implications	Should be development within the normal course of work.

Cornmarket Review – Recommendation 6	Working arrangements with the public utility companies should be developed before the commencement of highway projects so as to ensure they make a PU representative available at short notice to confirm services and how to treat them. It is not acceptable that public utilities do not take responsibility for what is there and the County Council should draw to the attention of the government the problems of current legislation with regard to PU compliance with the needs of highway projects.
Objective	To reduce delays and additional costs on schemes due to the need to deal with buried apparatus incorrectly mapped or unknown.
Measure of Success	Schemes completed within time and cost risks assessed as arising from public utility apparatus.

Measures in place	Comment on measure in place
Transport - Improved liaison established by project teams for obviously complex schemes e.g. Cowley Road, otherwise none so far.	Although nothing is documented as yet, we need to build on the successful arrangements that have worked well in Cowley Road and Abingdon Road.

Further Action	Lead Officer (and authority)	Target Date
Raise nationally through S.E. Centre of Procurement Excellence route	Richard Dix (County – Transport)	Sept 2005
Document appropriate measures to be put in place with utilities in Procedures Manual	Dariusz Seroczynski (County – Transport)	Oct 2005
Discuss possible measures with Public Utilities at County HAUC (Highways & Utilities Committee) meetings	Dariusz Seroczynski (County – Transport)	Oct 2005
Ensure that PU contacts are agreed and regular meetings held during contracts.	Richard Dix (County – Transport)	Ongoing

Risks	Transport - Relationships with Public Utilities are governed by national legislation which utilities are well aware of and work to. Individually as an authority we encourage but not demand co-operation outside of what is laid down nationally.
Resource implications	Transport - This will require staff time additional to that required to deliver priorities of capital programme delivery and change agenda already in train.

Cornmarket Review – Recommendation 7	The City and County Councils should undertake to identify good practice and audit any departures from such practice occurring in the Cornmarket scheme that could become barriers to successful partnership working, and apply these lessons to future projects (for example Broad St. and the regeneration of Oxford’s West End).
Objective	To identify potential barriers to effective partnership working, identify way in which collaboration works best between County and City Councils and understand what each party brings to the project to provide clarity for future joint projects.
Measure of Success	All partners in a project contribute positively to achievement of the project and are satisfied with their contribution at the completion of it.

Measures in place	Comment on measure in place
Joint - Some obvious lessons applied elsewhere and many of the recommendations from the review are now common practice (e.g. single project manager), however nothing systematic has been undertaken.	As evidence that improvements have been made, it has been agreed between the County and City Councils that a single project manager is appointed for the West End project.

Further Action	Lead Officer (and authority)	Target Date
Arrange workshop(s) with City and County staff to identify the best method of collaboration, the contribution of each Council and whether there are any lessons for new public realm improvement projects.	Richard Dix / Sharon Cosgrove (Joint)	Oct 2005
Document and include in project procedures if not already included	Peter Brown (County – Transport)	Dec 2005
Review current City/County partnerships and ensure best practice principles applied.	Peter Brown (County - Transport)	Dec 2005

Risks	Requires a political component that may be less easy to resolve than straightforward project procedure issues.
Resource implications	Time required additional to existing service priorities.

Cornmarket Review – Recommendation 8	The City and County Councils should recognise the importance of public relations in capital projects. All capital projects must have a designated spokesperson and protocols should be agreed that allow joint strategies for communication with all parties as part of the project’s planning.
Objective	To clearly explain the issues driving and influencing projects throughout the life of a project through the media and by direct communication.
Measure of Success	Success acknowledged and problems understood without unfair criticism by media and public.

Measures in place	Comment on measure in place
<p>Transport - Capital Project procedures already include a protocol for the construction stage of projects which requires a single point of contact and sets out the need and means of achieving local and wider communications. Media procedures are well established for higher level issues with political implications.</p> <p>Signage of major schemes has been improved to keep the public better informed.</p>	<p>The direct communication with those most closely affected by the Cornmarket Scheme went well. It was the wider communications that were more difficult and getting across the complexity of the scheme – but this is no different to media relations generally. The most effective measure is good project management and no problems.</p> <p>This will continue but will promote Oxfordshire Highways, for both customer relations and customer service perspectives.</p>
Property - Informal	No protocol in place, some staff are fully aware of the importance but others are less aware.
City – City media protocols requires a single point of contact and sets out the need and means of achieving positive communications.	

Further Action	Lead Officer (and authority)	Target Date
Provide guidance for project leaders and project managers via Media and Communications.	Media Officers (Joint)	July 2005
Ensure that the Project Plan designates a single point of contact for media relationships and communications	Project Manager (Joint)	Ongoing
Active promotion by explaining all issues driving and influencing projects in the lead up to and throughout the life of projects	Media Officers (Joint)	Ongoing

Risks	None identified.
Resource implications	None.

Cornmarket Review – Recommendation 9	The City and County Councils should implement rules requiring regular progress reporting to relevant Members throughout the lifetime of capital projects and exception reporting every time there are increases in costs or deterioration in timescales of more than 10%.
Objective	To keep all parties informed and enable decisions to be made with accurate information at all stages of a project.
Measure of Success	No surprises. Timely decision making

Measures in place	Comment on measure in place
<i>The County Council</i> Cabinet has been receiving monthly reports on the capital programme since April 2004. Full capital updates are produced quarterly for Cabinet. IT systems have been developed to enable reporting of issues on a regular basis to project leaders and relevant staff in Directorates. Further improvements are currently being developed informally using these systems, including reporting on the progress of capital projects as well as the expenditure incurred.	Measures are in place but need further development. In any case the natural timescales of projects have a significant effect.
<i>The City Council</i> Executive receives quarterly reports on the capital programme; monthly monitoring is undertaken by Capital Monitoring Group and large capital projects are closely monitored by Member/officer project boards	Project Management Board with Director and Portfolio Holder lead closely monitored risks and milestones of Ferry Pool project, contributing to success.

Further Action	Lead Officer (and authority)	Target Date
Develop reporting mechanisms based on project management system in use for Transport schemes	Peter Brown (County - Transport)	June 2005

Atrium (IT project management software) to be developed to provide monthly reports.	Howard Hughes (County – CPG)	
Establish project board for all City Council's major capital schemes with Director Champion	Mark Luntley (City)	Ongoing September 2005

Risks	<p><i>Transport –</i></p> <p>There may be ICT complications in project management system not yet apparent.</p> <p>Provision of accurate and timely information is required from project teams.</p>
Resource implications	Small system being developed already.

Cornmarket Review – Recommendation 10	The County Council should develop/ investigate the application of a range of different cost/quality ratings in the procurement of capital projects depending on the nature of the scheme and the degree of specialist expertise required, in order to strengthen the incorporation of delivery of quality into contracts.
Objective	To ensure quality projects and Best Value for the Council.
Measure of Success	Projects delivered to the required standards and without controversy.

Measures in place	Comment on measure in place
Transport - The Contract Procedure Rules already require the use of price and quality criteria for the selection of contractors, but give no guidance on relative proportions.	Guidance should recognise the range of possible influences and aim to produce consistency. Would an award solely on quality markings ever be acceptable?
Property - CPG have appointed a broad base of professional expertise within its team including the appointment of a Chartered Architect to lead the Project Delivery Team. A design workshop with the new consultancy practice has already been held with the objective of raising quality and sustainability of new projects	This will enhance and inform the client function on capital projects. The measures took place as a consequence of the formation of the Corporate Property Group.

Further Action	Lead Officer (and authority)	Target Date
Convene workshop of those involved in Transport schemes to review past practice and produce recommendations on appropriate weightings, seek and take note of any national best practice in forming recommendations.	Dariusz Seroczynski (County – Transport)	Dec 2005
The production of design quality indicators to formally assess the quality of completed projects	Roger Dyson (County – CPG)	Oct 2005

Risks	None identified.
Resource implications	<i>Transport</i> - Time required additional to that needed for service priorities.